



A MESSAGE FROM THE SECRETARY



I am pleased to present the Department of Transportation's (DOT) Consolidated Financial Statement for Fiscal Year 1998, which highlights our major programs and plans for the future, how these programs

are benefiting the American public, and our financial position. This report now consolidates under one cover various program and financial information that was reported separately to the American public in past years.

President Clinton's commitment to "rebuild America" signaled his understanding that improvements needed to be made to the Nation's transportation system. This has resulted in a 41 percent increase in transportation investment above the last Administration's average. Highway, rail, and aviation transportation are safer than ever, while the Coast Guard and Maritime Administration strengthen and support maritime transportation.

And, there can be no better way to position transportation for the next century than the historic enactment this past year of the Transportation Equity Act for the 21st Century (TEA-21). This new law gives America record-level transportation investment, a guaranteed \$198 billion over six years that has been fully paid for, as the President said when he signed it, "line by line and dime by dime." Just like transportation is about more than concrete, asphalt, and steel, TEA-21 is about

people--giving them the opportunity to lead safer, better, more fulfilling lives. It will help us meet DOT's Strategic Goals to *enhance safety, improve mobility, promote economic growth and trade, protect our environment, and support national security.*

As important as "making the investment" is, it is equally important to be able to determine its effectiveness. In FY 1998 DOT formally submitted its first annual Performance Plan under the Government Performance and Results Act of 1993.

The Plan presents specific performance measures DOT will use to assess our FY 1999 progress towards meeting our Strategic Goals and to ensure the best possible management of our resources. It is most gratifying to have both the DOT Strategic Plan and the DOT Performance Plan graded by Congress as the best in government.

To help us lead the way to transportation excellence in the 21st Century, DOT is employing a "ONE DOT" management strategy, a strategy that builds on and emphasizes the collaborative work that is part of the history of the Department. The various DOT organizations have their own important and discrete responsibilities; however, "ONE DOT" will ensure that our collective efforts and actions are aligned with our mission and strategic goals. In this way, we can meet our greatest challenge---*to build a safe transportation system that is international in reach; intermodal in form; intelligent in character; and inclusive in service.* We at DOT are working hard to meet this challenge.

Rodney E. Slater